Study Of Human Resource Management Practices

(Reference to Kataria Automobiles Dealers ,Gujarat)

<u>मानव संसाधन प्रबंधन प्रथाओं का अध्ययन</u>

<u>(कटारिया ऑटोमोबाल्स डीलर्स ,गुजरात के संदर्भ में)</u>

A Synopsis

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Mr. Vikas Varma Registration No:65359

Under The Supervision and Guidance Of

Dr.Pradeep Kumar Sharma

Head Department Of Business Administration

Shri Pratap Singh Barahath Govt. College.Shahpura. Bhilwara

Introduction

The Human Resources of an organization represent one of its largest investments. They are the most important and valuable assets every organization has in the form of its employees. They are the means of producing wealth, who accumulate capital, explore unidentified natural resources and build social, political and economic organization to carry forward national development .The human resources at the macro level indicate the sum of all the components (like skill, creative ability) possessed by all the people. Human resources at the organizational level include all the component resources of all employees from rank and file to top level management. So, it includes the resource, of all people who contribute their services to the attainment of organizational goals.

The main impetus for the Human Resources Management was the perceived need, on the part of a number of large organizations, to improve their competitive position both nationally and internationally. Better utilization of human resources through the adoption of Human Resources Management and practices was seen as the key to achieving this objective. Although Human Resources Management has much in common with traditional personnel management, it attempts to overcome some of the apparent inadequacies of personnel management as typically practiced in the past. This is particularly true of the strategic approach adopted by Human Resources Management. Operational level Human Resources Management, which is concerned with the everyday management of people in organizations, also shares with more traditional personnel management approaches. However, even here there are differences, due mainly to the impact of strategic Human Resources Management considerations on operational activities.

If an organization is to achieve its goals, it must not only have the required resources, it must also use them effectively. The resources available to a manager are human, financial, physical, and informational. While Human Resources Management (HRM) has always been critical to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organizations. Human Resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities that are expected to perform job activities in a manner that contributes to the attainment of organizational goals. How effectively employees contribute to the organization depends in large part upon the quality of the Human

Resources Management program (including staffing, training, and compensation) as well as the ability and willingness of management--from the CEO to first-line supervisors--to create an environment that fosters the effective use of human resources.

Edwin Flippo defines HRM as "Planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved."

The concept of HRM emerged in the mid 1980s against the background of the works of famous writers on management, like Paschal and Athos (1981) and Peters and Waterman (1982), who produced lists of the attributes that they claimed characterized successful companies.

The Nigeria universities are now not only investing in improvement of knowledge for its workforce but also using innovative human resource management practices for attraction and retention of talents for organizational development.

Amstron (2005:23) has defined Human resource Management to be: concerned with obtaining, organizing and motivating the personnel in the organization by ensuring their development based an o good organization climate and management style which will promote effective effort, co-operation and trust among all the people working in it; there by helping the enterprise to meet its legal obligations and its social responsibilities towards its employees with regard to the conditions of work and quality of works.

In fact sound human resources management is one of the principal functional areas of management. It has been proved as one of the best method for achieving people effectiveness. Akio Morita, the founder of Sony Corporation, once said, "There are no „magic" in the success of Japanese companies in general and Sony in particular. The secret of their success is simply the way the treat their employees." Under Morita, the whole process of recruitment, selection, training and development, performance appraisal, and rewards at Sony was built on the premise that employees were the most valuable part of the company. Indeed, it is they who are its permanent associates and it is they who serve the organization with their work, talent, creativity, and drive. World"s leading food company Nestle"s CEO, Peter Brabeck also pointed out that every single person in the organization should ask himself or herself – is there anything I can do add a little more value to our company? This clearly shows how importantly people are treated in this organization.

The emergence of Japanese Human Resource Management has led to the concept of culture in a big way. At the organizational level, the goal of Human Resource Management is normally to have competent and motivated employees to ensure managerial effectiveness and growth of the organization. Organizations normally direct their Human Resource Management efforts towards the development of competencies and organizational culture. Organizations use mechanisms to achieve goals with competent and committed employees. Organizations can achieve very little even if they have excellent technological and other Human Resource Management resources at their command.

Human Resources Management represent the collective expertise, innovation, leadership, entrepreneurial and managerial skills endowed in the employees of an organization. Every organization is comprised of people. Acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they maintain their commitment to the organization are essential to achieving organizational objectives . Human Resource Management (HRM) is that part of management which is concerned with people at work and with their relationships within as enterprise. It consists of practices that help the organization deal effectively with its people during the various phases of the employment cycle: pre selection, selection, and post selection.

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. In the words of Clatfelter - 1997, The HRM functions to be streamlined, the HRM activities to be handled more efficiently, or delivered in a more cost-effective manner. Lee and Heard, comprehensively assesses a firm's HRM policies and practices against the firm's business

Human resources management encompasses those activities designed to provide, motivate and coordinate the human resources of an organization. In fact, government report shows that approximately 73 per cent of national income is used to compensate its employees. In additional to wages and salaries, an organization often make sizeable investment in their human resources by way of recruiting, hiring, and training people to fulfill its need for well –trained and experienced staff.

A comparative study was undertaken by Murthy and Gregory (1989) on Japanese HRD practices and Sunderam Clayton. He shows that a seniority based promotion system may work in Japan but in Indian context it is not very relevant as it can have demotivational effects on the aspirations of its people and he stresses that we should only emulate the principles of Japanese HRD practices rather than using their practices. These principles are equal treatment of employees, emphasis on group consultation and group performance, respect for dignity of labour and commitment to organizational goals.

Automobile Dealer

Automobile is one of the largest industries in global market. Peter Drucker has called the automobile industry as "the industry of industries". Being the leader in product and process technologies in the manufacturing sector, it has been recognized as one of the drivers of economic growth.

According to the Automotive Mission Plan 2006-2016, report of Ministry of Heavy Industry and Public enterprises, Government of India mentioned India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world which has produced more than 3.9 million units in 2011.The sale of passenger cars and utility vehicles have increased at 12%, commercial vehicles have increased at 4.4% and two wheeler sales have gone to 11% over the last ten years

The National Automobile Dealers Association (NADA),founded in 1917 and commonly referred to as NADA, represents nearly 16,000 new car and truck dealership(automobile dealer),

The Federation of Automobile Dealers Association (FADA), is an apex national body representing Automobile Dealers of India. It was founded in 1964by four regional Auto Trade Associations to protect and promote the Indian retail automobile market. It is now a registered body under the companies Act 1956.

Automotive skills Development Council (ASDC). In addition to conducting its own training programmers, FADA has joined hands with SIAM and ACMA to from Automotive Skills Development Council under the aegis of National Skills Development Corporation set up by the Government of India. Automotive skills Development Council aims at addressing the medium and long- term manpower requirements of automotive sector as a whole.

In the automobile dealer ,effective Human Resources Management means building and maintaining strong teams. The risks an automobile dealership faces are wide ,varied and complex. Human Resource Management practices and kind of workforce help to attain automobile dealer competitiveness. Human Resource Management is the dealer function that enhances creativity, innovation, speed, flexibility and efficiency of the workforce to transform them into Institutional assets. Human Resource Management is now highly recognized as a strategic lever for the creating value.

Kataria Automobiles Pvt.Ltd, is one of the "most trusted brands" in the "Automobile Dealership of Maruti Suzuki" with Showrooms in **Ahmedabad, Vadodara, Surat, Navsari and Vapi** Today the Kataria Group is proud to have a family of 2000 dedicated, satisfied and committed work force. The Group further has a "satisfied" human resources base of more than happy families. **It also deal with Car ,Motors , & Honda (Two wheeler) etc**.

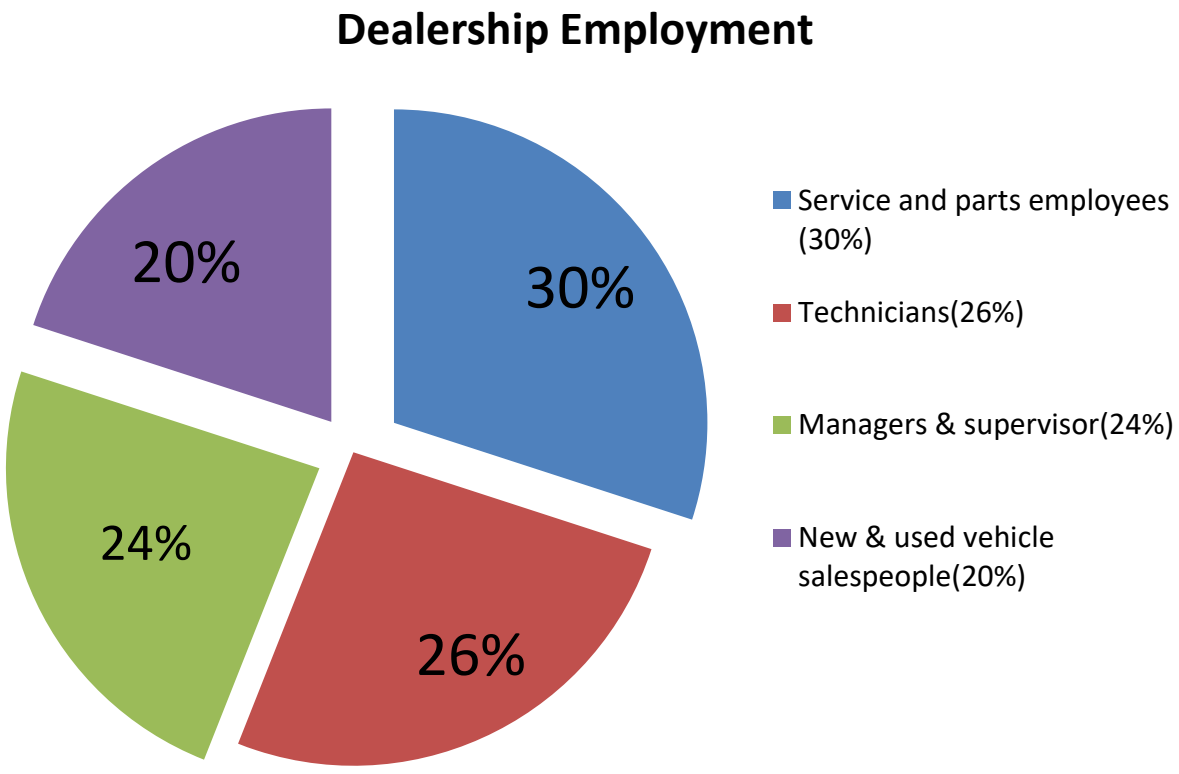
A Kataria Automobiles car dealership local distribution is a business that sells new or used cars at the retail level, based on a dealership contract with an automaker or its sales subsidiary . It employs automobiles salespeople to sell their automobiles vehicles. It may also provide maintenance service for cars, and employ automotive technicians to stock and sell spare automobile parts and process warranty claims.

Sharma Hyundai , is one of the leading dealership associated . It grown with the Hyundai brand , Hyundai Motor india and have set new benchmark of service in automobile dealership in market. . It employs automobiles salespeople to sell their automobiles vehicles.

The research study on the issues and problems emerging in Human Resource Management Of automobile Dealer Company in Ahmedabad . According to Marry Parker Follet, human resource management is the art of getting things done through employees, in order to achieve desired individual and group objectives with optimum efficiency and effectiveness. According to Leow C. Megginson the term Human Resource can be thought as the total knowledge, skills, abilities, talents of the workforce of an organization.

Human Resource at the organizational level includes all the employees like superior and subordinate members. In simple term, human resource management is the tact of dealing with human relationships molding and developing the human behaviors and attitude towards the job and organizational goals. The human resource management plays a crucial role in benting the workforce to meet the end results. The study encompasses the unpredicted issues and unforeseen challenges emerging faced by the Human Resource Managements.

Characteristics of sound Human Resource Management policy can help the company to achieve the desired goals. As most of the automobile dealer company are facing the grievances of employees, the role of Human Resource Manager become more crucial. It is difficult and challenging role being played by the Human Resource Manger to resolve the issues. It becomes necessary to examine the causes of issues and problems being emerged. The study needs to have detailed research studies of the workforce and their problems. The study also needs wide research study to find out the role of management how to resolve the Issues and review the human resources management practices in Automobile Dealer.



Objectives of the study

The present research study is undertaken with the following objectives in view.

1. To study conceptual framework of human resource management.
2. To review development of Kataria Automobiles (dealer) Pvt. Ltd.
3. To review organization structure and functioning of Kataria Automobiles (dealer) Pvt. Ltd.
4. To analyze human resources maintenance activities with special reference to
    - Motivation,
    - Communication,
    - Staff welfare and
    - Safety.
5. To analyze human resource procurement policies.
6. To analyze different training and managerial development facilities.
7. To study and examine the relationships between various aspects of Human Resources practices and organizational culture.
8. To study utilization and control of human resources with special reference to
    - Promotion policy
    - Transfer policy
    - Appraisal system
    - Disciplinary action
9. To analyze human resource evaluation and compensation management system.
10. To study manpower planning, recruitment, selection and placement practices
11. To identify the deficiencies, if any, in the Human Resource Management processes among the Kataria Automobile (Dealer) Pvt. Ltd under study.
12. To monitor the degree of efficiency & effectiveness with which Human Resource Management carry out their activities
13. To study and examine the relationships between various aspects of Human Resoure Management practices and organizational culture.
14. To present conclusions of the study and to put forward suggestions with a view to make human resources management practices more effective with special reference Kataria Automobile (Dealer) Co. Ltd.

Research Methodology

Sources used for data and information collection in the present research work are

DATA COLLECTION METHOD: -

Data for the present study will be collected from both the sources i.e. Primary Data & Secondary Data.

- **PRIMARY DATA: -**

The main source of the Primary Data will be the questionnaire method some personal interactions and interviews with the faculty members for gaining the data.

Analysis of records and documents: A scrutiny of the annual report, performance appraisal forms, training documents, employees' records, files maintained by the HR department, in-house journals and periodicals is carried out to assess various strengths and weakness of Human Resource Development.

Questionnaires: a number of questionnaires are used to extract information about Human Resource Development systems, processes, styles and competencies

Interviews: Individual interviews with the top management are conducted to capture the top management's thinking on the future plans and opportunities available for the Institutes. Interviews with other levels of Human Resource Manager and Staffs are conducted in the groups / individual to collect information about the effectiveness of the existing Human Resource Development Systems, culture, skills, styles, etc.

- **SECONDARY DATA :** -

Secondary data is already available and published. It could be internal and external source of data.

Internal source: which originates from the specific field in area where research is carried out. Eg- publish broachers, official reports etc.

External Source: This originates outside the field of study like books, periodicals, articles, journals, newspapers and the website material.

Analysis and Interpretation of Data:

Information collected through questionnaire has been classified and tabulated. Different tables have been prepared with the help of computer. Information in the tables has been analyzed and interpreted by using simple statistical method such as percentile and average method.

Chapter Scheme

1. Introduction.

2. Research Methodology.

3. Human resource procurement policies.

4. Training and managerial development.

5. Human resource evaluation and compensation management system.

6. Human resource maintenance activities.

7. Human resource integration strategies.

8. Human resource control activities.

9. Findings and Suggestions.

The above chapter scheme is tentative. Depending on the actual research work it may change in the course of the study.

Hypotheses

The study had hypotheses which proposed the impact of Human Resource Management.

The **Null Hypothesis H_0**.

$H1_0$ were based on the **theoretical construct**.

Review of Literature:

Realizing the necessity to undertake in depth analysis of studies relating to human resources management, the researcher has investigated earlier studies. Following studies are made on this aspect.

- Tessema & Soeters (2006) had examined how, when and at what extent human resource practices affect performance of the university system. They have studied eight human resource management elements such as: recruitment and selection practices, placement, training, compensation, employee performance evaluation, promotion, grievance procedure and pension programmes, as also identified by Jaege & Kanungo, (1990), Paauwe, (1998) and Guest, (1997), to see their performance optimization outcomes based on competences, motivation, role clarity and retention.
- Frye (2004) has examined the effect of employee equity-based compensation on form performance. The study shows that as the organizations are becoming more human capital intensive, compensation packages are becoming more important. Organizations that use equity based compensation plans are better able to capitalize on valuable growth options. On the other hand employees prefer nonretirement forms of equity based compensations like stock option , restricted stocks and stock purchase options.
- Lopez et al., (2005) deal with the relationship between high performance human resource practices, organizational learning and business performance of Spanish universities. They argued that high performance human resource practices have a positive effect on organizational learning, which in turn has a positive influence on business performance. The result showed that the human resource practice has no direct effect on business performance, but indirect relationship.
- Khalid & Rehman (2010) investigated the impact of human resource management practices on performance optimizations of two telecommunication companies. Human resource management practices such as training, employee participation, job definition, compensation and selections are positively associated with the overall performance optimization.
- Qureshi et al., (2010) have selected human resource management practices such as selection, training, performance appraisal system, compensation, employee participation to see their impact on financial performance of banks in Nigeria.

Variables were tested through step wise regression analysis, Pearson correlation and descriptive statistics and concluded that all variables have a positive relationship and impact on financial performance of banks. Moreover the study 5 identified performance appraisal system as least contributor to performance of banks.

- Abdullah, Ahsan, & Alam, (2009) have studied the effect of training and development, Team Work, Compensation, HR planning, Performance appraisal and employees security on business performance. Regression results showed that four variables training and development, team work, HR planning and performance appraisal have positive and significant influence on business performance of Malaysian's private businesses. On the other hand two variables compensation and employee security would not likely influence the overall business performance of private businesses of Malaysia, the study revealed.
- Venkataratanam, C.S., and Srivastava, B.K (2004) have selected human resource management practices. The primary objective of human resource management is to contribute to the profitability and survival of an organization by effective management of its total human resource management.
- Delaney, J.T. and Huselid, (1996) studied the effect of an organization performs best when all the HRM practices are managed well. In companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity and develop a more favorable reputation in the community.
- Matthewman (2002) in "Human Resource Effetiveness" covers in-detail the evolution of Human Resource Management. It is pointed-out mainly that respect comes from credibility. Credibility in turn is a reflection of effectiveness, presentation and influence.
- Dr. Arnaldo Camuffo and Guseppe Volpato (1995) wrote an article in the International Journal of Human Resource Management with an objective to interpret with an evolutionary perspective development of work organization and human resource management policies at Fiat Auto, one of world's largest automobile manufacturers. In this article they analyzed heritage of adversarial labor relations and 'mass production' organizational principles and a hybrid version of 'lean' human resource management practices like team work, flexible compensation, multi skilling etc.

- Dr. Sumoi Rai (1991) addresses gaps in research related to study and understanding of Human Resource Management in context of Indian Automobile sector. The review is based on the available and published literature in peer reviewed journals. The timeline for this literature review was 1970 to 2010. It encompasses the period of industrialization in India, growth of HRM and major transition across Indian industrial sector post economic liberalization in 1991.
- C. Swarnalatha and G. Sureshkrishna, (2012) in their article “Job Satisfaction among employees of automotive industries in India”, examined the management practices of automobile industries in India. Job satisfaction is a very important issue for employees in every organization. Researcher has focused on employee empowerment, teamwork, employee compensation, management leadership by including these parameters in to research model for studying employee job satisfaction in the employees of selected automobile industries in India.
- Dillon and Flood (1992) found that the link between organizational commitment and HR practices was, at best, inconclusive. They explained the results as being similar to those of Herzberg (1959), in that personnel policies and practices can only reduce the dissatisfactions of employees but cannot raise the levels of job satisfaction. If personnel practices do not increase the levels of job satisfaction, then they cannot be expected to affect organizational commitment and other organizational effectiveness measures.
- Hackman and Lawler [1971] believed that the employees' perception of their job rather than the jobs objective characteristics was a more important determinant of job satisfaction. The two theories that have been important in the development of an understanding of job satisfaction in nursing are Maslow's human needs theory [1954] and Herzberg and Mausner's motivation-hygiene theory [1959]. Maslow identified two types of needs; deficiency needs (physical, safety and belonging) and growth needs (self-actualization and self esteem). Herzberg and Mausners' theory consists of intrinsic factors or 'motivators' that promote job satisfaction and extrinsic factors or 'hygiene factors' that cause dissatisfaction.
- Blegen [1987] found that job satisfaction correlated less strongly with age or years of experience, while Shields and Ward [2001] found that increasing age, marriage, and children impacted positively on nurses' satisfaction. The survey of NHS nurses found training had a positive impact on job satisfaction but diminished with the number of training spells.

- M.Gangadhar Rao and P.subba Rao (1993) have studied human resources management in Indian Railways and tried to draw attention on important aspects of human resources management. They have discussed employment, monetary emoluments, employee benefits and services, employees organization, organizational conflict, consultation and co-operation and operational efficiency with special reference to Indian Railways, in the book "Human Resources Management in India Railways"
- M.K.Patel (1992) has studied Gujarat ni Jilla Madhyastha Sarkari Banko nu Karmachari Sanchalan and has discussed recruitment , training, promotion transfer, discipline, wage and salary, employee welfare activities , working condition of employee and union activities of employees in his book.
- Ramchandra Reddy L (1992) has studied personnel management in public enterprises under the supervision of Dr. M.V.Subha Rao, with special reference to Andhara Pradesh Dairy Development Co-operative Federation Ltd.
- Harinder Jeet singh(1989) has studied personnel management practices and industrial relations in National Textile Corporation on Uttar Pradesh units under the supervision of Dr. Mahendra Singh, Department of Commerce, Meerut college, Merrut Through highlighting on recruitment, selection, promotion, working conditions, wage, motivation, industrial relation and other important aspects.

Research Gap

After reviewing a good amount of literature on the subject following picture has emerged:

It came to light that a lot of work has been done in the field of Human Resource Management and other related areas.

Authors who have communicated their views through books, journals, Research magazines, research reports, etc. have touched upon various crucial aspects of Human Resource management.

Information about research studies/projects carried out at various higher educational institutes was also collected so as to avoid duplication of efforts and find out gaps.

Research studies that were confronted during literature scanning are on the topics as Personnel Polices, Recruitment Sources, Selection Process, Induction, Performance

Appraisal, Training and Development, Employee Satisfaction, Strategic HR and so on so forth.

There appeared to be a need to undertake a research study that exclusively discusses Study on Human Resource Management Practices in Automobiles Dealer .

The study might try to find answer to the following questions:

• What is the current HR management scenario in Automobiles Dealer Company?

• How HRM Practices are implemented in Automobiles Dealer Company?

• How do Automobiles Dealer company employees perceive HRM practices like Recruitment, Selection Process, Induction, Training, performance Appraisal and Motivational techniques exercised by Management?

• How do the above HRM Functions affect on Automobiles Dealer company employees levels of satisfaction? In this Research Study, the above said questions are addressed and appropriate answers are found out.

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